

Global Human Resource Policies

(Revised for SA)

A guide for employees and volunteers
of the Church of Jesus Christ of Latter-day Saints

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Introduction

Since its organization, The Church of Jesus Christ of Latter-day Saints has been governed by the Savior's command to take the message of the restored gospel to all nations (see Matthew 28:19). Wards and branches of the Church now exist in more than 150 countries. Worldwide membership requires a worldwide support organization. Employees, Church-service missionaries, and volunteers represent a multitude of cultures and customs, speak many languages, and operate under different local laws, yet they share a united obligation to use wisely the sacred tithing funds contributed by faithful Church members from around the world.

Every employee, Church-service missionary and volunteer is obligated to conduct himself or herself in a manner that is above reproach. They must set a standard higher than required by the laws of any single country in which they labor. President James E. Faust taught, "In our own standards of personal conduct we must remember that the laws of men are the lesser law" (*Be Healers* [address to the J. Reuben Clark Law Society, Feb. 28, 2003], 1).

To assist in meeting this higher standard, the Human Resource Department has prepared these *Global Human Resource Policies* for all employees of Church-operating entities. In the United States, these entities include the Corporation of the President of The Church of Jesus Christ of Latter-day Saints and the Corporation of the Presiding Bishop of The Church of Jesus Christ of Latter-day Saints. In the South Africa Area, these entities include: The Church of Jesus Christ of Latter-day Saints in South Africa. These same principles guide volunteers and Church-service missionaries. The policies represent minimum standards of behaviour. No written set of policies can anticipate and give direction for every situation that may arise. Indeed, the Savior himself declared that "it is not meet that I should command in all things" (D&C 58:26). Employees, whose pay comes from consecrated donations, must act consistently with standards of behavior expected from those who labor within the Lord's kingdom.

Each employee of the Church's operating entities should receive a copy of these *Global Human Resource Policies*, as modified for his or her particular country. Each employee is expected to read the policies and discuss any questions with his or her supervisor or human resource representative. Each employee should complete the Acknowledgement Regarding Global Human Resource Policies form, verifying that he or she has been instructed regarding the policies, knows where to find them, is familiar with their contents, and agrees to act in conformity with and be bound by their terms. Where applicable, employment contracts should be amended to include these policies as part of the terms and conditions of employment.

These policies may be changed from time to time at the discretion of the Human Resource Department. These policies represent principles to be followed by all employees, including managers and supervisors. Any breach of these policies may give rise to corrective action, and may include termination from employment or involuntary release from missionary or volunteer services.

1 THE CHURCH AS AN EMPLOYER

The Church of Jesus Christ of Latter-day Saints does business on a global basis through a series of legal entities, properly established under the laws of host countries. Those who work for “the Church” actually work for corporate entities such as the Corporation of the President of The Church of Jesus Christ of Latter-day Saints or the Corporation of the Presiding Bishop of The Church of Jesus Christ of Latter-day Saints. Other entities operate domestically and internationally as the needs of the Church and local laws require. For simplicity, throughout the balance of this document the Church’s operating entities will be referred to collectively as “Church” or as “Employer.” (In some contexts, “the Church” may also refer to The Church of Jesus Christ of Latter-day Saints.)

1.1 Highest Level of Integrity and Performance

Every Church employee is expected to act in a manner consistent with the highest level of integrity and performance at all times, whether at or away from work. As these policies are implemented, employees must not look for exceptions, but rather seek ways they can go the extra mile in conforming to the principles explained herein.

After-Hours Conduct

Employees represent the Church at all times—not just during business hours. Consequently, employees are expected to always conduct themselves in a manner consistent with temple recommend standards. After-hours conduct that is detrimental to the reputation of the Church, whether or not it results in the loss of a temple recommend, may result in work-related discipline, including termination.

Employees represent the Church at all times—not just during business hours.

1.2 Temple Worthiness

Every Church employee must either hold a current, valid temple recommend or be certified by his or her bishop or branch president as worthy of holding a temple recommend. This standard has numerous positive benefits:

1. Employees who believe in and live the teachings of the Church are more likely to support its mission as it relates to their work.
2. It promotes an environment where common values and lifestyles can maximize the effectiveness of unity and teamwork.

Where local laws allow, every Church employee must hold or be certified as worthy of holding a temple recommend.

3. It helps to simplify and enhance the communication process among employees, members, and leaders.
4. Employees who sustain the leaders of The Church of Jesus Christ of Latter-day Saints are more likely to support the work-related policies established by those leaders.
5. The image, reputation, values, and teachings of the Church may be more properly represented to individuals and organizations that have an association or working relationship with the Church.
6. Belief in the teachings of the Church, including a testimony of God the Eternal Father and His Son, Jesus Christ, moves an employee to pray sincerely for and receive assistance in his or her work responsibilities.

Among other requirements, to be worthy to hold a temple recommend an employee must certify to his or her bishop or branch president and stake president that he or she has a testimony of the gospel of Jesus Christ, sustains current Church leadership, is paying a full tithe, is living the law of chastity, and is keeping the Word of Wisdom. An employee who ceases to be worthy of a temple recommend, for whatever reason, may be subject to work-related discipline, including termination. Employees will be required to establish worthiness to hold a temple recommend at regularly scheduled intervals and on an as-needed basis. Bishops or branch presidents may be contacted for those employees who do not possess or are not willing to produce a current temple recommend. Failure to produce a temple recommend or failure to be worthy of a temple recommend, as determined by one's ecclesiastical leaders, constitutes a breach of trust and confidence and will therefore be grounds for summary dismissal.

An employee who ceases to be worthy of a temple recommend, for whatever reason, may be subject to work-related discipline, including termination.

Viewing pornography is inconsistent with the law of chastity and should be avoided by all employees. Those who view or distribute pornography on Church-provided computers will be Subject to disciplinary action. Employees who view or distribute pornography away from work may be subject to work-related discipline, including summary dismissal, release from missionary or volunteer service.

Any employee who reports to work under the influence of alcohol or drugs is subject to a duly constituted hearing, terminable from employment or involuntary release from missionary or volunteer service. Employees who use or distribute substances prohibited by the Word of Wisdom, even away from work, may be subject to corrective action, including termination from employment or involuntary release from missionary or volunteer service.

1.3 Discrimination and Harassment

Employer strives to maintain a workplace that fosters mutual employee

Employer prohibits

respect and promotes harmonious, productive working relationships. Discrimination and/or harassment in any form constitute misconduct that undermines the integrity of the employment relationship. In particular, sexual harassment is inconsistent with worthiness for a temple recommends (a requirement for employees) and in most countries is illegal. Employer prohibits discrimination and/or harassment that is sexual, racial, or related to a person's gender, national origin, age, or disability. Employees should not harass, threaten, or degrade any person. This policy applies to all employees and to all individuals who may have contact with Church employees.

discrimination and/or harassment that is sexual, racial, or related to a person's gender, national origin, age, or disability.

Harassment may include words, gestures, or actions that annoy, alarm, or abuse another person or create an intimidating, hostile, or offensive working environment. Harassment includes derogatory or degrading remarks, slurs, and inappropriate jokes and epithets. It also includes sexual harassment.

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and any other verbal or physical conduct of a sexual nature, including but not limited to:

1. Leering or other visual conduct.
2. Making sexual gestures.
3. Displaying sexually suggestive pictures or objects.
4. Verbally abusing a person's gender or making comments with sexual overtones.
5. Making graphic comments about a person's body.
6. Using sexually degrading words to describe a person.
7. Distributing suggestive or obscene letters or notes.
8. Making unwelcome physical contact.

Any employee who feels he or she has been harassed, whether sexual or otherwise, should immediately report the incident to his or her supervisor. If the supervisor is the alleged harasser or if the employee is uncomfortable reporting to his or her supervisor, the employee may report the incident to his or her next level supervisor, to any other supervisor, to his or her area human resource manager, or to the Human Resource Department. Although not required, employees who feel they have been harassed are encouraged to tell the person engaging in the harassing and/or discriminating conduct that it is unwelcome, offensive, and should stop at once.

Any employee who feels he or she has been harassed should immediately report the incident to his or her supervisor or to the Human Resource Department.

When a supervisor learns of an alleged incident of harassment involving a Church employee, the supervisor must immediately report the incident to the

department's or area's human resource manager, who will report the incident to the Human Resource Department's director of legal services. This reporting must occur even if the employee who is the victim of the alleged harassment requests that the incident not be reported.

Employer will investigate complaints of discrimination and/or harassment, sexual or otherwise, in as confidential a manner as possible. A timely resolution of each complaint will be reached and communicated to the complaining employee and the other parties involved. Appropriate corrective action, up to and including termination, will be taken promptly against any employee found to be engaging in discrimination and/or harassment. Any employee who knowingly makes a false claim of harassment and/or discrimination will be subject to corrective action.

Employer will investigate complaints of discrimination and/or harassment, sexual or otherwise, in as confidential a manner as possible.

Employer and employees must ensure that grievances about sexual harassment are investigated and handled in a manner that ensures that the identities of the persons involved are kept confidential.

Should a complaint or alleged sexual harassment not be satisfactorily resolved by the internal procedure set out above, either party may within 30 days of the dispute having arisen, refer the matter to the CCMA for conciliation in accordance with the provision of section 135(5) of the Labour Relations Act, 1995. Should the dispute remain unresolved, either party may refer a dispute to the Labour Court within 30 days of receipt of the certificate issued by the commissioner in terms of section 135(5) of the Labour relations Act, 1995.

When a supervisor learns of an alleged incident of harassment where the alleged harasser is not a Church employee, he or she will take immediate action, including (1) asking the alleged harasser to leave Church property; (2) reporting the matter to the Human Resource Department's director of legal services; and (3) reporting to the local security department and the South Africa Police Services. Reasonable steps should be taken to prevent a repeat of the incident.

1.4 Anti-retaliation Statement

Employees who report harassment or discrimination, who participate in an investigation of harassment or discrimination, or who seek protection under local or national laws governing employment and/or working conditions should not be subjected to any form of retaliation. Retaliation against any employee for filing a complaint or for participating in an investigation is strictly prohibited. Co-workers should not retaliate against an employee who reports an incident of harassment or discrimination.

1.5 Applicants and Employees with Disabilities

Employer will conduct its application and interview process so that there will be an equal opportunity for employment consideration of all individuals with a disability who meet the skill, experience, education, and other requirements for the desired position, in compliance with the Constitution of South Africa 106 or 1998 ("Constitution"), Labour Relations Act 66 or 1995 ("LRA"), Basic Conditions of Employment Act 75 or 1997 ("BCEA" and the Employment Equity Act 55 or 1998 ("EEA").

Employer is committed to allowing qualified individuals with disability full opportunities for employment.

Employer will make reasonable accommodations to allow qualified applicants with a disability to participate in the application process. A qualified individual with a disability will be given the opportunity to explain or demonstrate his or her ability to perform the essential functions of the desired position.

To the extent necessary, Employer will make reasonable accommodations so that qualified applicants with a disability to whom a job offer is extended or a current employee with a disability may perform the essential functions of the job. Reasonable accommodations will also be made for current employees who become disabled, as long as the employee continues to be able to perform the essential functions of the job.

Employees desiring an accommodation should work with their area human resource manager in requesting accommodations. Area human resource managers may seek assistance from the headquarters Human Resource Department.

1.6 Workplace Violence

Employer has a zero-tolerance policy regarding violence in the workplace. Any employee who engages in or threatens any workplace violence is subject to discipline, which may including summary dismissal.

Employer has a zero-tolerance policy regarding violence in the workplace.

Workplace violence includes physically harming another, shoving, pushing, harassing, intimidating, coercing, brandishing weapons, threatening or talking of engaging in those activities, and any other threatening behavior.

Employees who feel threatened by another employee or by a third person or who witness any incident that may violate Employer's policy prohibiting workplace violence are encouraged to report their concerns to their supervisor, to the area human resource manager, or to the area Security Department.

The possession of weapons on Employer's property, except by duly authorized law enforcement personnel, is prohibited. Also prohibited is keeping or transporting a weapon in a vehicle in public or private parking areas owned or provided by Employer. Employees are prohibited from carrying weapons while performing services for Employer away from Employer's business premises.

Weapons include guns, knives, explosives, and any other items with the potential to inflict harm. Appropriate disciplinary action, up to and including termination, will be taken against any employee who violates this policy.

As part of its commitment to employee security, Employer reserves the right to enter and inspect work areas (including but not limited to offices, desks, storage rooms, and lockers) for any reason, with or without notice and whether or not the space has been secured by the employee. Employer may also conduct audio and video surveillance of its premises.

Under conditions approved by management, telephone conversations and e-mail communications may be monitored. Employees hereby consents to any means of monitoring utilized by management, including, interception of any communication at the workplace. Voice and electronic messages may be retrieved in the process of monitoring customer service. Any communications that constitute a threat against another person may be used as the basis for termination.

2 ESTABLISHING THE EMPLOYMENT RELATIONSHIP

2.1 Advertising for and Recruiting Applicants

The area human resource manager will assist departments in filling job openings and recruiting qualified temple-worthy individuals without regard to race, national origin, color, gender, age, or disability. It is the responsibility of those involved in the hiring process to select candidates who meet or exceed the job requirements and all other qualifications outlined herein. Information about job openings will be posted in the area offices, and in such other locations as may be necessary to attract qualified candidates. Posting should be done in such a manner that a wide variety of potential applicants are exposed to the posting.

It is the responsibility of those involved in the hiring process to select candidates who meet or exceed the job requirements and all other qualifications.

It is also the responsibility of those involved in the hiring process to select candidates to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination and implementing affirmative action measures to address the disadvantages in employment experienced by black people, woman and people with disabilities in order to ensure their equitable representation in all occupational categories and levels in the workforce.

Interviews

If requested by the hiring department, the area human resource manager will conduct preliminary screening interviews and refer selected applicants to the hiring department. Department management will conduct the final interviews and the hiring department will make the hiring decision.

Worthiness and Employment Checks

Before an employment offer is made, the prospective employee will be asked to verify his or her temple worthiness. The human resource manager may check with the applicant's ecclesiastical leader to determine whether the applicant is worthy of a temple recommend. The applicant's previous employment history and personal and business references also should be verified. Sensitive information will be handled confidentially.

Before an employment offer is made, the prospective employee will be asked to verify his or her temple worthiness.

Hiring Foreigners as Local National Employees

When it is not possible to fill a position with a qualified local national person, consideration may be given to hiring or transferring an individual from another

country. In such instances, the foreign individual should be hired as a local national employee, if possible under local laws. In such circumstances:

1. The employee's salary and benefits will be administered in accordance with the approved guidelines for the host country.
2. The employee will be paid in local currency.
3. Special benefits provided expatriates, such as housing, home leave, tax assistance, miscellaneous allowances, etc., will not be provided.
4. Relocation expenses will be provided in accordance with the approved area relocation policy.
5. If the employee has family members who are not conversant in the local language, expenses for school-age children to attend a school comparable to their home country school will be provided for three years or until the child(ren) are able to converse understandably in the local language, which ever comes first.
6. If necessary, Employer will pay the cost for employee and spouse to take language courses in the local language for a reasonable period of time.

Employment agreements not in conformity with the above guidelines or hiring someone from outside the temporal affairs area require headquarters Human Resource Department review and approval.

Extending the Job Offer

The hiring department and the human resource representative will agree on the salary in accordance with established guidelines and will determine who will extend the job and salary offer to the selected candidate.

2.2 General Conditions of Employment

Misrepresentations or Omission of Information

Misrepresentations or omission of information during the application process may disqualify an applicant. If a misrepresentation or omission is discovered after an applicant is hired, he or she may be subject to disciplinary action, which may result in termination of employment.

Verifying Authorization to Work

Before new employees begin work, they must establish that they are legally eligible to work in the local country. The human resource representative

All employees must be authorized to work in the country where they

reviews and verifies appropriate documentation to make sure it is complete. All employees must be authorized to work in the country in which they will be employed. All conditions of immigration laws must be met. Employer does not sponsor immigrants.

will be employed.

Hiring Individuals under 16 Years of Age

Individuals under 16 years of age will not be hired. If local law mandates a higher minimum age, local law will be followed.

Hiring or Transferring Ecclesiastical Leaders

Applicants or existing employees who hold the positions of Area Seventy, stake presidency member, district president, bishop, or branch president and who would be required to relocate or otherwise disrupt their Church calling to accept employment or transfer may be considered for employment or transfer only after the situation has been reviewed with the appropriate presiding Church authority. The Office of the Quorum of the Twelve should be contacted by headquarters Human Resource Department if the individual is an Area Seventy or a stake president. If the individual is a district president, stake presidency counselor, bishop or branch president, the situation should be reviewed by the area human resource manager with the area presidency or stake president under whose jurisdiction the individual is serving. Such contact should be made only if the individual is a viable candidate for the position.

Reemployment after Retirement

Employees who have activated their retirement from Employer (those who have applied for and are receiving a monthly retirement benefit) are not eligible for rehire. Terminated employees who are eligible for and accept mandatory lump-sum distribution of their employer provided retirement benefits or who are receiving government sponsored retirement benefits, but not Employer provided retirement benefits may be eligible for reemployment, depending on local law.

Employees who have activated their retirement from Employer are not eligible for rehire.

Exit Interviews

When an employee terminates employment, department management should arrange for an exit interview between the employee and a human resource representative. If a human resource representative is not available, a member of management at least one level above the employee's immediate supervisor should conduct the interview. The purpose of the exit interview is to expedite the checking-out process; to obtain the terminating employee's ID badge, parking pass, keys, computer passwords, and such; and to ascertain the employee's reason for leaving Church employment. Where applicable,

the exit interview will also deal with any applicable forms which should be signed between the employee and the Church, such as unemployment insurance.

After the exit interview, the area human resource manager, the department human resource director or the line manager should make a decision on rehire eligibility and insert a note on that decision in the employee's records.

2.3 Employment of Relatives and Dating

Employees in close or family relationships may not be employed in proximate supervisory relationships or locations. They may not be employed in positions when there would be cause for management concerns about preferential treatment in hiring, promoting, allocating salary, assigning duties, arranging schedules, disciplining, or terminating. This policy also applies to General Authorities in the scope of their administrative assignments.

Single employees in proximate supervisory relationships who choose to date one another must disclose this relationship to the Area Human Resource Manager. The Employer reserves the right to transfer one or both employees to another position, department, or location.

Definitions:

1. "Close or family relationship" includes near relatives (parents, children, siblings, first cousins, nieces, nephews, uncles, aunts, grandchildren, and grandparents); persons related by marriage (spouses, daughters-in-law, sons-in-law, parents-in-law, brothers-in-law, sisters-in-law); persons dating one another; and persons living in the same home.
2. The phrase "proximate supervisory relationships" refers to reporting relationships within the same department, where one employee has the authority to make decisions about the terms and conditions of the other's employment.
3. The phrase "proximate locations" means in the same department and close geographic location where the employees would regularly be interacting with each other on work matters.

Family Members at the Work Site

Except for brief visits, employees should not bring family members to the workplace. Employees should not have any of their work tasks performed by a family member.

Near relatives may not be employed when they would work in proximate administrative relationships or locations.

Except for brief visits, employees should not bring family members to the workplace.

2.4 New Hire Probation

Newly hired employees will be on probation for a period of time, in order to allow an appropriate evaluation of the qualifications and performance of the employee, so as to allow a decision to be made regarding possible retention of the employee, and to allow the employee an opportunity to evaluate the job and adjust to the work environment. The length of the new hire probation will be:

Three Months

Employees in position grade levels 83 to 89

Six Months

Employees in position grade levels 90 to 98.

Continued employment during and beyond the new-hire probationary period is dependent upon satisfactory performance by the employee as well as the departments continued need for the employee's services.

An employee may be terminated in accordance with local law at any time during the new-hire probationary period, if in management's judgment, it becomes apparent for any reason that the employee is unlikely to succeed in the job. Any decision to terminate an employee during or at the conclusion of the new hire probation is the responsibility of the employee's department management, with the approval of the area human resource manager. Before a final decision is made to terminate an employee, the area human resource manager must consult with the appropriate Area Legal Counsel.

After probation, an employee should not be dismissed for unsatisfactory performance unless the Employer has given the employee appropriate evaluation, instruction, training, guidance and counselling and after a reasonable period of time for improvement, the employee continues to perform unsatisfactorily.

The procedure leading to dismissal should include an investigation to establish the reasons for the unsatisfactory performance and Employer should consider other ways, short of dismissal, to remedy the matter. In the process, the employee should have the right to be heard and to be assisted by a fellow employee.

3 MAINTAINING THE EMPLOYMENT RELATIONSHIP

3.1 Dress and Grooming Standards

Employees are expected to dress modestly and in a conservative, professional, business-appropriate manner that is consistent with the customs and standards of the country in which they work. Extreme clothing of any kind or style should be avoided. Shoes should be in good repair and shined. Clothing should be clean, well cared for, and neatly pressed. Denim and other casual fabrics and materials should be avoided. The fit and style of clothing for both men and women should be modest. The following guidelines should be followed:

Employees are expected to dress modestly and in a conservative, professional manner that is consistent with the customs and standards of the country in which they work.

WOMEN

- Professional, business appropriate skirts or dresses of at least knee length (Skirts with immodest slits are inappropriate.)
- Casual sandals or flip-flops are not acceptable.
- Pants, pantsuits, and split skirts are not acceptable.

MEN

- White or light-colored dress shirts and ties
- Suits or sport coats (as appropriate for local conditions) and dress slacks
- A suit or sport coat should be worn when leaving the department area. (On a hot day, it is appropriate to remove the coat after leaving the building.)
- Casual pants are not acceptable.

In situations where dress standards may need to be modified for modesty, safety, health, or other work-related reasons, individual departments may submit modified guidelines to the area human resource manager and Area Presidency for approval.

Extreme hairstyles are not acceptable. Hair should be clean and neatly combed. Sideburns below the earlobes and beards are not acceptable. Mustaches, if worn, should be neatly trimmed and not extend beyond the corners of the mouth. Men's hair length should be above the collar.

High standards of personal hygiene and cleanliness are expected. Cologne and perfume should be used sparingly, with sensitivity to allergies of co-workers.

Safety Clothing

In accord with government safety regulations, as well as the Occupational Health and Safety Act 85 or 1993 (OHSA), certain positions require the use of specific safety clothing or protective equipment, such as steel-toed shoes, hard hats, and aprons. Departments should consult the Church's *Safety, Health, and Environmental Manual* for guidance on situations where such equipment is necessary. The department, at its own expense, will provide the required clothing or protective equipment. If the equipment or clothing is very personal in nature and may be used away from work, such as prescription safety glasses or safety shoes, departments may establish a policy requiring employees to help with the cost of such equipment or clothing. Departments should consult with the Risk Management Division to ensure the appropriateness of the supplied clothing.

Uniforms

If a division or department decides that uniforms are required for employees, the uniforms will be provided and maintained by Employer, in accord with applicable local law.

Required uniforms will be provided and maintained by Employer.

Travel

As a security measure, employees may wear business casual attire when traveling internationally by air.

3.2 Conflict of Interest

Employees are responsible for ensuring that they do not engage in activities that are or could be considered in conflict with the interests of Employer. To assist employees, Employer requires each employee to report to his or her supervisor any situation that might constitute a conflict of interest. This is accomplished by completing the Disclosure of Possible Conflict of Interest form at intervals determined by the area office or whenever relevant circumstances change. Each employee must carefully consider all circumstances and possible consequences of his or her business and personal dealings that could be a conflict with Employer's interests. Disclosure of such circumstances is required. Employees must also fully disclose all situations where a business operated or controlled by employee or a close family member does business with a Church-operated entity. Employees must not use their employment to influence business transactions for personal benefit or for the benefit of close family members. Employees must avoid involvement in any activity that could compromise or appear to compromise their ability to perform their duties or to make decisions in their work assignments that are in the best interest of the Church.

Employees are responsible for ensuring that they do not engage in activities that are or could be considered in conflict with the interests of Employer.

Second Employment

Second employment is a potential conflict of interest and must be disclosed on the Disclosure of Possible Conflict of Interest form. Second employment will not be considered an actual conflict of interest as long as the employee's work schedule does not have to be adjusted to accommodate the second employment and the second employer is not a Church operating entity (Corporation of the President, Corporation of the Presiding Bishop, LDS Family Services, or related entity throughout the world) or does not do business with Church operating entities. Employees are not permitted to maintain multiple, concurrent positions with Church operating entities. An employee should not receive compensation in addition to his or her normal pay for performing services for a different department, such as appearing in a movie production of the Audiovisual Department or performing translation services. Time spent in rendering such services should be considered as hours worked in the primary department. Pay for such hours should come on the employee's pay check from his or her primary department.

If an employee is in a position to influence the amount or nature of the business relationship between Employer and his or her secondary employer, the employee has an actual conflict of interest that must be disclosed and resolved.

Employees must be careful not to use Church facilities or equipment for second employment. Second employment must not be carried out during hours the employee works at his or her Church employment.

Boards, Associations, and Committees

Service on outside boards, associations, and committees is consistent with our obligation to be good members of the communities in which we live. Such service often presents opportunities for professional development, recognition, and improvement of job-related skills and knowledge.

To ensure that membership on a board, association, or committee does not conflict with employment, employees who are asked to serve or who desire to serve as a member of an outside board, association, or committee should obtain approval, including approval for any necessary work schedule changes, from his or her director (unless the employee is a director, in which case approval should come from the department head). (See also "[Part-Time Public Service Leave](#)" section in "[3.13 Leave and Absentee Policy](#)".)

3.3 Ownership of Work Product

During the course of their employment, many employees produce or develop

Second employment is a potential conflict of interest and must be disclosed to the Employer.

To ensure that membership on a board, association, or committee does not conflict with employment, an employee should obtain approval from his or her director.

work products, such as inventions, computer programs, diaries, photographs, correspondence, books, and instructional materials. All employee-generated materials (or any parts thereof) that are created by or for the employee as part of his or her employment assignment or job performance belong to Employer. As a condition of employment, each employee is required to read and complete an Assignment of Work Products Agreement. Questions on whether a particular item is a work product should be directed to the employee's supervisor, who may seek assistance from the Church's Intellectual Property Office.

3.4 Confidential Information

Many employees work with, receive, or generate confidential information regarding the Church and its operations. It is imperative that this confidential information remain confidential, even after employment terminates. Each employee must sign an Assignment of Work Products Agreement, which contains a definition of confidential information and sets forth the employee's obligation to not reveal such information except as may be required by the employee's job responsibilities. Employees should be diligent in safeguarding information entrusted to them so as to avoid even the accidental disclosure of confidential information.

Employees should be diligent in safeguarding confidential information entrusted to them so as to avoid even the accidental disclosure of confidential information.

3.5 Use of Employer-Provided Computer and E-mail Network

This policy applies to all employees, Church service missionaries, and volunteers of Employer and to vendors and other contracted third parties (collectively referred to as "users") in use of Employer's Technology Resources or in performance of Employer's work. Employer's Technology Resources are for Employer business-related purposes and are provided to certain users to assist them in performing their job duties or assignments. Each user should use Employer's Technology Resources in a manner that increases productivity, enhances Employer's public image, and respects others.

Blogs, e-mail, and Internet use are subject to review. Viewing inappropriate Web sites or inappropriate use of e-mail may lead to disciplinary action.

All activities and conduct in use of Employer's Technology Resources must maintain the highest standards associated with the sacred nature of the Church's work and mission and be in accordance with Employer's policies. Failure to do so may lead to disciplinary measures, up to and including summary dismissal of employment, contract, or assignment.

Technology Resources Definition

Technology Resources consist of all electronic devices, data, software, and means of electronic communication, including but not limited to computers of

all types; communication devices and equipment such as telephones, mobile phones, smart phones, voicemail, and video conferencing; data and video recording and storage devices; peripheral devices such as printers, modems, fax machines, and copiers; network, infrastructure, and electronic communication devices; all associated operating and application software; and all associated files and data. This policy may be modified or changed at Employer's discretion as new technology becomes available or as operational needs change.

Use

Employer's Technology Resources are to be used by users only for the purpose of conducting Employer business, with the exception of occasional and incidental personal use that does not interfere with the intended function of the equipment or decrease personal productivity, does not increase maintenance or other costs, and does not involve inappropriate activity or conflict of interest. Employer assumes no liability for loss, damage, or misuse of any personal data or communications stored in or transmitted over Employer's Technology Resources. Employer strongly discourages users from storing any personal data on Employer's Technology Resources.

Improper Use

It is a violation of Employer's Technology Resources policy for any data composed, sent, or received via Employer's Technology Resources to contain content that may be reasonably considered offensive or disruptive. Material that is fraudulent, harassing, sexually explicit, profane, obscene, intimidating, defamatory, or otherwise unlawful or inappropriate may not be sent by e-mail or other forms of electronic communication (e.g., bulletin board systems, newsgroups, chat groups) or created on, displayed on, or stored in Employer's Technology Resources. Users encountering or receiving this kind of material should immediately report the incident to their HR representative.

Obscene, Pornographic, or Sexually Related Material

It is an absolute violation of Employer's Technology Resources policy for any user using Employer's Technology Resources to intentionally receive, send, compose, display, or access in any manner any material that is obscene, pornographic, or sexually related (including but not limited to images containing sexually provocative nudity). Any user who is found to have violated this provision of the Employer's Technology Resources policy shall be subject to disciplinary action which may result in summary dismissal from employment or shall have their contract or assignment summarily dismissed.

Other Prohibited Uses

Users may not use any of Employer's Technology Resources for any illegal purpose, in a manner that violates any Employer policy or that is contrary to

the best interests of Employer, in any way that discloses confidential or proprietary information of Employer or third parties, or for personal or pecuniary gain. Use of Employer's Technology Resources to engage in any form of gambling or online gaming is also prohibited. Users may not attempt to access any Employer's Technology Resources without authorization nor exceed authorized access. Users may not use deceptive methods to gain access nor attempt to compromise security controls without explicit authorization.

Employer Access to Technology Resources

The Church reserves the right to enter and inspect all work area (including but not limited to computer files, emails, call logs) for any reason, with or without notice to employees at the time in its sole discretion.

All messages, including personal messages, sent and received and all data and information stored on Employer's Technology Resources are Employer's property regardless of the content. As such, Employer reserves the right to access all of its Technology Resources at any time in its sole discretion.

Privacy

Users have no reasonable expectation of privacy with respect to any messages or information created or maintained on Employer's Technology Resources. Employer may, at its discretion, inspect all files or messages on its Technology Resources at any time for any reason. Employer may also monitor its Technology Resources at any time to determine compliance with its policies, for purposes of legal proceedings, to investigate misconduct, to locate information, or for any other purpose.

Passwords

Certain of Employer's Technology Resources can be accessed only by entering a password. Passwords are intended to prevent unauthorized access to information. Users are expected to maintain their passwords as confidential. Users must not share passwords and must not access coworkers' systems without express authorization. Passwords do not confer any right of privacy upon any user. Thus, even though users may maintain passwords for accessing Technology Resources, users shall not have any reasonable expectation that any information maintained on Employer's Technology Resources is private.

Deleted Information

Deleting or erasing information, documents, or messages maintained on Employer's Technology Resources is, in most cases, ineffective. All users should understand that any information kept on Employer's Technology

Resources may be electronically recalled or re-created regardless of whether it may have been "deleted" by a user.

Internet Communications

This policy provision covers all publicly accessible Internet communications, including blogs, newsgroups, discussion forums, social networks, e-mail distribution lists, and other forms of news media, whether these media forms are used for personal or work purposes as that use relates to, affects, or reflects upon Employer. Authorized representatives of Employer may access and monitor Employer-owned systems and, if needed, disclose records relating to their use.

Any information published online must be shared with caution because it becomes widely available to the public. Users have an obligation to protect confidences, respect others' privacy, and otherwise act responsibly as they share information about the work they do and their job. Any user who is found to have violated this provision of the Employer's Technology Resources policy shall be subjected to disciplinary to disciplinary action.

Overview

Any information published online must be shared with caution because it becomes widely available to the public. Users have an obligation to protect confidences, respect others' privacy, and otherwise act responsibly as they share information about the work they do and their job.

Prohibited Practices

The following limitations are applicable to all Internet communications regarding Employer:

- Never disclose confidences. The duty of confidentiality extends to current and past work assignments and all information subject to nondisclosure agreements. Consult your supervisor before publishing information when confidentiality may be an issue.
- Do not identify or post pictures of vendors, customers, employees, other interested parties, office equipment, or surroundings without approval from the responsible data steward or the person to whom the information or image pertains.
- Never copy or post copyrighted or trademarked materials or images without the owner's permission. This includes intellectual property of vendors, customers, Employer, and The Church of Jesus Christ of Latter-day Saints.
- Do not use Employer's time or systems for fundraising; for partisan political purposes; to endorse, support, oppose, or otherwise comment on the election or candidacy of any candidate for public office; or to advocate for the enactment or defeat of any legislation, unless it is

- directly and clearly within the scope of your job duties and assignment.
- Do not publish material that is obscene, profane, defamatory, libelous, threatening, hateful, harassing, or abusive to another person or entity.

Any user who is found to have violated this provision of the Employer's Technology Resources policy shall be subjected to disciplinary action.

Required Disclaimer and Comments

You may state that you work for or serve Employer. If you do so, the following disclaimer is required: "The views expressed here are the opinions of [employee's name] and do not necessarily reflect the views of [Employer] or The Church of Jesus Christ of Latter-day Saints." Comments made on blogs can be traced back to the Church. Be cautious about commenting anonymously on blogs

Updating Information While on Duty

A supervisor may permit a user to update his or her blog or other Internet forum while at work if the information is relevant to the user's duties. Personal Internet activity should not interfere with the work duties or responsibilities of the user.

3.6 Work Schedules

Employer's offices will be open as necessary to support the Church's worldwide operations. The hours of operation will be from 08h00 to 17h00, Monday to Friday, with observance of public holidays and hours scheduled by department to meet these needs.

Standard Workweek and Workday

A typical work week is comprised of five eight hour days and a 40.00 hour week, based on a flexible time basis. Bear in mind that the observance of these hours should be related to responsibilities in the assignments concern.

Lunch Breaks

A 30.00 minute lunch break has been agreed to and authorized for employees working more than five hours in a shift or day. Employees should not be obligated to work during their lunch break, unless the work cannot be left unattended and cannot be performed by another employee and the lunch break should not be taken at the end of the workday. Employees may be asked to schedule lunch breaks to accommodate department needs.

3.7 Work-at-Home

Work-at-home, telecommuting, or similar employment is not authorized. If employees have unusual needs that can be met only through this type of employment, these exceptions to policy must be approved by Management Council. In situations of natural disaster, political unrest or any other emergency situation, working at home may be approved and coordinated by the area director for temporal affairs. This general policy does not prevent management employees from taking necessary work home to be completed after hours.

Work-at-home, telecommuting, or similar employment is not authorized.

3.8 Travel

Employer's funds come from sacred donations of Church members. All employees who travel on Employer's business should spend travel funds prudently. Employer will pay travel costs for employees traveling on Employer's business in accord with the approved travel policy. (See [Appendix, "4.2 Travel Policy."](#))

3.9 Job Descriptions

Job descriptions are used to establish the essential functions of each job within Employer's organization and to assist in determining the value of each job. Job descriptions are necessary to assign wage compensation levels. A current, approved job description for each job must be filed with the Human Resource Department or the area human resource manager.

3.10 Compensation

Employer's compensation program is designed to compensate employees fairly, while at the same time acknowledging a measure of financial sacrifice by those who earn their living in service to the Church. Compensation ranges are based on the nature of the position. Employees working in similar positions will receive comparable compensation, regardless of gender, national origin, race, ethnic status, age, or disability. Compensation may vary based on experience, performance, location, and/or length of service.

Employees working in similar positions will receive comparable compensation, regardless of gender, national origin, race, ethnic status, age, or disability.

As a tool to maintain fairness and equity in compensation, Employer's compensation philosophy is to balance market equity (the value of a job in the local job market) with internal equity (the relative value of a specific job to Employer). Employer has established a job evaluation process, which is tasked with reviewing all positions within Employer to determine the relative

value of each specific job. The Job Evaluation Committee (JEC) assigns a salary or wage grade to each benchmark job. Benchmark jobs represent the preponderance of jobs for each area/country. The Human Resource department works with the JEC and local management to assign a salary or wage grade for all other jobs in the area. Compensation commitments not in keeping with the approved Salary Administration Guidelines are not to be made by area or department management. Exceptions must be approved in advance and in writing by the managing director of the Human Resource Department.

3.11 Overtime, Call-back Pay, and Shift Differentials

Qualifying employees are encouraged to give a full measure of service during the time they are at work. Supervisors and managers are encouraged to review work schedules and demands so as to properly use the time employees are on the job. Overtime work and callbacks should be requested only when work cannot reasonably be accomplished within the allotted hours. No qualifying employee may be permitted to work for longer than 12 consecutive hours on any day, or more than 10 overtime hours during any workweek.

Employees who do not qualify for overtime are expected to work the time necessary to accomplish their assigned responsibilities.

Overtime

Qualifying employee, as contemplated under the provisions of the BCEA, who work overtime will be paid at a rate of at least one and one-half times their regular rate of pay for overtime hours worked during that workweek. If an employee ordinarily works on a Sunday, the Employee will be paid one and a half time their regular rate. If the Employee does not ordinarily work on a Sunday, or Public holiday, the employee will be paid twice their ordinary rate.

Overtime is defined by the laws of the Country in which the employee works. In South Africa, this is the Basic Conditions of Employment Act, 1997 and refers to work done during any period on any Sunday, public holiday, Good Friday, Christmas Day, rest day or otherwise in excess of the statutory minimum period per day or week. Usually overtime is working either more than 45 hours in one week or more than 9 hours in one day or 8 hours a day if the employee works more than 5 days per week. The following guidelines will assist both employees and supervisors in managing work time:

1. Any overtime work by an employee must be approved in advance by the supervisor. If an employee works unapproved overtime, the employee will be paid overtime pay but may be subject to work-related discipline.

Employees who work overtime will be paid overtime pay in accord with local laws.

"Comp time" (time off during another workweek) is not to be given in lieu of overtime pay.

Employees should never be asked to work "off the clock." All

2. The actual time that an employee works each day is to be recorded on a payroll overtime form. Hours should not be averaged over several days but should be recorded as actually worked each day.
3. When a supervisor anticipates that a qualifying employee could work overtime, more than 45 hours during a workweek, the employee may be given time off during the same month so that he or she does only works 45 hours in a week. "Comp time" (time off during another workmonth) is not to be given in lieu of overtime pay.
4. Qualifying employees should never be asked to work "off the clock." (overtime not recorded or paid) All hours worked should be recorded so that the employee may receive proper compensation. Any employee who is asked to work "off the clock" should report such requests to his or her Manager/DTA, to the area human resource manager, or to the Human Resource Department's director of legal services.

hours worked should be recorded in the time collection system.

Callback Pay

When an employee is called back to work at a time other than normal or regularly scheduled working hours, the employee will be paid either for three hours or for the number of hours actually worked, whichever is greater. (Commuting time is not counted in determining hours actually worked.)

When an employee is called back to work at a time other than regularly scheduled working hours, the employee will be paid either for three hours or for the number of hours actually worked, whichever is greater.

When an employee is called back to work during previously scheduled annual leave, he or she has the option to reschedule the annual leave (in accord with "3.13 Leave Policy and Absentee Policy") or to be paid for both the annual leave and the callback hours.

3.12 Employee Benefits

Employer's general policy is to provide employees with a benefit package comparable in level and cost to benefit packages provided by at least two-thirds of the medium sized local national employers (normally less than 300 employees) in a given country. Benefits may be considered which do not meet this criteria if there is clear evidence that Employer's total compensation package is below market. Benefits also may be provided if necessary to attract and retain qualified employees. Employer provided benefit programs are conservative in nature, consistent with the fact that such programs are funded with sacred funds of the Church.

Employer's general policy is to provide employees with a benefit package comparable to the average benefit package offered by comparable employers.

Employer's benefit plans are/will be designed to supplement government mandated or social security benefits. Therefore, Employer's benefit plans will be based on the assumption that employees are participating in such government programs.

Generally benefit programs will be the same for all employees working in the

same jurisdiction. There will not be tiered benefits. Benefit programs must not place Employer or the Church in the position of being a mortgage holder or a lending institution, and must not create undue fiduciary responsibility on the Church (such as housing, loans, or profit sharing plans). Employer's retirement plans must be based on a final average salary formula and not be based on final pay.

3.13 Leave Policy and Absentee Policy

Regular attendance is an essential function of each of Employer's jobs. In most circumstances, if an employee is absent, co-workers must fill in for the missing employee. Employees who are absent, tardy, or leave before completing their regularly scheduled workday are responsible for notifying their supervisors as soon as possible. Normally, notice must be given within two hours of the employee's usual starting time or the employee's early departure from work. Employees who are absent from work and fail to notify their supervisors will be subject to corrective action. Employees who have been absent three consecutive days without notifying their supervisor will be considered to have voluntarily resigned.

Unexpected sickness or injury must be reported as soon as reasonably possible, normally within two hours of the employee's usual starting time.

Annual Leave

Annual leave is provided to allow employees time away from work for rest, renewal, and time with their families. Holidays with pay are granted subject to the Basic Conditions of Employment Act, 1997 in South Africa which provides for a statutory minimum holiday entitlement based on the number of days in each year worked by the employee. Employees are encouraged to take annual leave.

Employees are encouraged to take annual leave, including at least one increment of five consecutive working days each year.

Those employed for less than 12 month, leave is calculated at 1 days' annual leave for every 17 days worked, or, 1 hour of annual leave for every 17 hours worked.

An annual leave cycle is a period of 12 months' employment. Up to the first 5 years of employment, an employee is granted 21 consecutive days leave (15 working days). Annual leave for those employees who have completed five years service is increase to 20 working days.

For departments, such as the MTC and Temple, where employees are not required to work during their annual shut down, employees must take leave during these periods. For other Departments, annual leave must be scheduled with the employee's supervisor. In granting approval for leave, supervisors should consider the needs of the business, the employee's desires, and local labor laws. In scheduling several employees' leave periods that conflict or overlap, supervisors should first consider Employer's needs

and then attempt to reach an arrangement that is acceptable to the employees involved. In the event such an agreement is not possible, preference should be given on the basis of length of service.

If a paid holiday falls within an employee's annual leave period, the holiday will not be considered annual leave.

When an employee is called back to work during previously scheduled annual leave, the employee has the option to reschedule his or her annual leave in accord with this policy or to be paid for both the annual leave and the callback hours (see "3.11 Overtime, Callback Pay, and Shift Differentials").

There is a cap on annual leave accrual. Employees may accrue up to 200% of their annual leave. If the employee's annual leave reaches the maximum, further accrual of annual leave time is suspended until the employee has reduced the annual leave balance below this limit. For example, an employee who is entitled to 15 days leave per annum may accumulate up to 30 days (15 days x 200%). Once the employee has accumulated 30 days leave he is unable to accumulate any additional days until annual leave falls below the maximum.

Sick Leave

Sick leave is provided in accord with local labour laws to assist employees in case of illness or accident suffered by the employee. Sick leave is granted subject to the Basic Conditions of Employment Act, 1997 in South Africa which provides for statutory minimum sick leave entitlement based on the number of days in each year worked by the Employee. The actual requirements for sick leave will be determined by local law and require the Employee to notify the Employer during the first day after the illness occurs. Sick leave is not an entitlement to be used without actual need. Employees are encouraged to use their sick leave wisely.

Sick leave is provided in accord with local laws to assist employees in case of illness or accident. It is not an entitlement to be used without actual need.

For the first 6 months of employment, an employee is entitled to one day's paid sick leave for every 26 days worked. An employee who works 5 days a week is entitled to 30 days sick leave in a 36 month sick leave cycle. An employee who works 6 days a week is entitled to 36 days sick leave in a 36 month sick leave cycle. Sick leave not taken during the 3 year sick leave cycle will be forfeited.

When an illness exceeds two consecutive workdays, employees may be asked to furnish a medical statement from their health care provider detailing the duration of the illness. Following an absence due to illness or accident, an employee may be asked to provide a doctor's letter authoring the employees' return to work, certifying that the employee is able to perform the essential functions of the job. Management also may seek a doctor's letter if the employee states that he or she can return to work but with limitations

If an employee becomes ill while on annual leave, the employee may, upon medical verification if requested, substitute sick leave for annual leave. However, this must be supported by a letter from a doctor.

An employee who does not have sufficient accrued sick leave to cover the entire time of a medically related absence will first use sick leave and then annual leave until it is exhausted. If additional time is needed, the employee will be on leave without pay.

Maternity Leave

Female employees eligible for Maternity leave are entitled to 4 (four) months consecutive maternity leave. The employee may not work any time from 4 (four) weeks before the expected birth, unless otherwise agreed; or on the date from a medical practitioner; or a midwife certifies that it is necessary for the employee's health or that of her unborn child. The employee may also not work 6 (six) weeks after the birth, unless a medical practitioner certifies she is fit to do so.

Rights Granted to Employees during Maternity Leave Period:

- **Unemployment Insurance Fund:**
Payment of Maternity Leave Benefits shall be determined by the Minister of Labour in terms of the Unemployment Insurance Act.
- **Pension/Retirement:**
The full maternity leave period will be counted as pensionable service. The employer and employee continue to pay their normal membership contributions. However, the employee has the option to suspend her portion of the pension contributions for the duration of the leave.
- **Medical Aid:**
Payment of contributions by the employer and employee are continued during the maternity leave period.

All requests for maternity leave are to be lodged in writing with the supervisor/manager, 3 (three) months prior to commencement of the period.

- **Payment of salary:**
Employees are eligible to claim compensation from the Unemployment Insurance Fund (UIF). The Church will however make up the difference in the UIF amount received by the employee, to ensure that all employees on Maternity Leave receive 50% of their basic salary.

The Maternity leave payment period may not exceed 4 months.

Leaves of Absence

Leaves of absence without pay (LWOP) may be approved by the director for temporal affairs, with the concurrence of the area human resource manager, to help employees in various personal circumstances. LWOP may be approved only after the employee has exhausted sick and/or annual leave, in accord with applicable policies and local laws. LWOP may be approved in the following situations:

1. *Illness or accident:* When an employee has an illness that lasts longer than the combined total of accumulated sick and annual leave, he or she may be placed on LWOP.
 - a. Within three days of clearance, by the doctor, to return to work, employees are expected to advise their supervisor of a return-to-work date. If an employee can return to work without medical restrictions, he or she will be reemployed as soon as reasonably possible. To the extent possible, the employee should be returned to the same position or to a position that is comparable in pay, job level, and benefits. If the authorization to return to work contains permanent medical restrictions, management will work with the employee to determine whether reasonable accommodations can be made to allow the employee to perform the essential functions of his or her job. Accommodations may include assignment to another job.
 - b. At no time should employees be asked or expected to work in excess of reasonable medical advice.
2. *Employee reasons:* An employee may request LWOP for personal reasons unrelated to illness or accident. A request for leave may be approved if the employee is an outstanding performer and it is in Employer's interest to reinstate the employee at the end of the leave. An employee must have been employed for a minimum of twenty four (24) months prior to such a request.
 - a. These leaves must be approved by the department managing director or the area director for temporal affairs and should not extend beyond one year. At the end of the approved leave, the employee should return to work or be terminated.
 - b. In countries where local benefit plans exist, the employee may continue coverage under the benefits plans, while on LWOP, if local laws allow. The employee must pay the full portion of the premiums allowed by local law.
3. *Employer reasons:* Under certain circumstances, such as a temporary temple closure, Employer may place essential employees on leave.

Leaves of absence without pay may be approved to help employees in various personal circumstances after sick and/or annual leave has been exhausted.

An outstanding

Employees may choose to use accrued annual leave before being placed on LWOP. During this leave, Employer will continue to pay its share of premiums for any local benefit plans in which employee is enrolled... Employees must make arrangements to pay their share of insurance premiums so coverage will continue uninterrupted.

employee may request leave without pay for personal reasons.

The following conditions are applicable to LWOP status:

1. While on LWOP, employees do not accrue sick or annual leave. The time spent on approved LWOP will be counted in determining the rate at which employees accrue annual leave.
2. When an employee returns to active status, unused sick leave will be restored to the employee.
3. Time spent on approved LWOP will count in determining years of service.
4. Employees who desire to continue medical coverage while of LWOP must make arrangements to pay the full premiums.
5. If a paid holiday occurs while an employee is on LWOP status, the employee will not be paid for the holiday. If LWOP begins the immediate working day after a holiday, the employee will be paid for the holiday. If the employee returns to work the immediate working day after the holiday, the employee will not be paid for the holiday.

The following conditions apply to returning to work from LWOP status:

1. When an employee is ready to return to work following LWOP, the employee will be returned to a position as comparable as reasonably possible in pay, job level, and benefits. If such a position is not available in the employee's former department, the human resource manager will assist in placing the employee in a suitable position elsewhere in Employer's organization.
2. If the LWOP has been because of illness or accident, before the employee returns to work he or she should provide a medical certification from a health care provider indicating that the employee is able to return to work and setting forth any restrictions or limitations.

Other Leaves

Employer provides several other types of leaves to meet specific needs of employees. These include:

1. Church Assignment Leave of Absence (with and without pay)

Employer may provide other types of leave to meet specific needs of employees.

- a. *Area Seventies*: Fully benefited employees serving as Area Seventies are permitted time off with pay to perform responsibilities assigned and scheduled by the Office of the Council of the Twelve or the employee's area presidency. Additional time, beyond that needed for scheduled assignments, such as for side trips or other personal reasons, should be scheduled in advance with the employee's supervisor and taken as annual leave or leave without pay.
- b. *Mission and temple presidents*: Employees who are called to serve as mission or temple presidents or who are spouses of those called to serve will be placed on Church Assignment Leave of Absence without pay for the duration of the assignment. Upon their release and return to work, they will be reinstated to their former position or to a position in their home country as comparable position as possible in pay, job level, and benefits, provided they continue to meet employment guidelines. They will not accrue sick or annual leave while on leave of absence. If they return to employment within 90 days after their assignment ends or as otherwise agreed upon with the Human Resource Department, the following will apply:
 - 1) Sick leave hours accrued and not used before the leave of absence will be reinstated. Annual leave hours earned and not used or paid out will be reinstated.
 - 2) Time spent on approved Church Service leave will count in determining years of service. Such time on leave also will count toward determining the rate of annual leave.

2. Family Responsibility Leave

Family Responsibility leave only applies to an employee who has been in the employment of the Church for longer than 4 months and who work for at least 4 days a week. Employees are entitled during each annual leave cycle to 3 days paid Family Responsibility leave, when an employee's child is born or a child is sick and in the event of death of the employee's spouse, parent, grandparent, child or adopted child, grandchild or sibling, subject to the employee furnishing reasonable proof of an event contemplated in this clause for which the leave was required. An employee can take family responsibility leave for the whole or part of a day. An employee cannot accumulate Family responsibility leave and at the end of each annual leave cycle any unused entitlement lapses.

3. Study Leave

Employees enrolled on the Educational Reimbursement Program are entitled to one day to study and one day to write for each approved module. Those employees who are writing modules not approved through the Educational

Reimbursement Program will need to apply to their respective managers for leave approval and their requests will be assessed on a case by case basis.

4. Emergency or Weather-Related Leave

Occasionally, inclement weather, power failures, road conditions, epidemics, or other natural disasters may prevent employees from traveling to work or may result in them being sent home early. The area human resource manager, in consultation with the area director of temporal affairs and other area office managers will evaluate each situation and determine how lost time by salaried employees is to be accounted for and paid. The area human resource manager will notify departments of this decision. Departments are responsible to communicate the decision to affected employees.

5. Full-Time Mission

An employee departing to serve a full-time mission (other than as a mission or temple president) will be voluntarily terminated from employment and not dismissed by the Employer. Upon such termination, the employee shall receive all statutory entitlements, including accrued but unpaid holiday with pay entitlements. If the former employee reapplies for Church employment within 90 days of his or her return home, the employee may be considered for reemployment if there is an appropriate opening. Employee benefit programs will be administered as for any new hire. For retirement purposes, the employee will be considered an employee who is rehired after a lapse in service.

3.15 Holidays

Employees will be paid time off to observe public holidays. Gazetted Public holidays, are determined by legislation and may change from time to time. Thus far they have typically included:

New Year's Day	Youth Day
Human Rights Day	National Women's Day
Good Friday	Heritage Day
Family Day	Day of Reconciliation
Freedom Day	Christmas Day
Workers Day	Day of Goodwill

Employer may provide employees with paid time off to observe certain local and national holidays.

Temple employees will observe the same number of holidays as other employees. Because of the operating schedules of the temples, the actual dates may vary by year and by temple, as allowed by local laws. The Temple Department will approve the holiday schedule for each temple.

To be paid for a holiday, employees must work or be on approved paid leave the workday before and the workday following the holiday, unless they are terminating their employment. Terminating employees whose last day of work is the day before a holiday will be paid for a holiday.

If an employee works on a holiday and the holiday falls on his or her regularly scheduled day off, the employee may be entitled to receive overtime pay, or it should not be counted and the department management should schedule an alternative holiday (day off) for that employee. Normally, the alternative holiday should be taken within 30 days of the original holiday. With the employee's agreement, in lieu of an alternative holiday, the department may pay the employee. Pay is calculated according to the requirements of the Basic Condition of Employment Act. An employee whose regular work week falls on a public holiday and Sunday is also calculated according to the requirements of the Basic Conditions of Employment Act.

3.16 Transfers and Promotions

Employees are selected for promotion or transfer based on Employer's needs, organizational strategy, and the employee's performance, qualifications, ability, attitude, and interest. Employees are encouraged to develop and increase their ability to perform their present job and to acquire skills that make them candidates for transfer or promotion. Employees may apply for an available job by completing an internal job application available through the area or department human resource manager.

Employees are selected for promotion or transfer based on Employer's needs, organizational strategy, and the employee's performance, qualifications, ability, attitude, and interest.

Management should identify high potential employees whose skills and training may qualify them for a more challenging position with Employer. A managing director or area director of temporal affairs may approve a developmental assignment for an employee within his department. Such assignments should not last longer than two years.

Either management or the employee may initiate discussion of a transfer. While a promotion is usually initiated by the employee's supervisor, all promotions require the approval of at least two levels of supervision and the area or department human resource manager.

Department heads are responsible for announcing appointments of employees to director positions within their departments. The area director of temporal affairs will announce all other appointments within the area office.

Transferring Employees Serving as Ecclesiastical Leaders

See "Hiring or Transferring Ecclesiastical Leaders" in section 2.3 General Conditions or Employment."

Transferring from Other Organizations Covered by DMBA

When an employee transfers to or from affiliated corporations that participate in the employee benefit programs administered by Deseret Mutual Benefit Administrators (DMBA) transfer of the employee's benefits can happen only as allowed by local law and by DMBA policy. Questions on transfer of benefits should be referred to DMBA.

Relocation of Employees

Each area office may establish an Area Relocation Policy to define the circumstances in which Employer may reimburse employees for the usual, customary, and reasonable costs associated with relocation when an employee accepts a new position, transfer, or promotion. The Area Relocation Policy should consider the policies and practices of comparable local employers. The Area Relocation Policy must be approved by the director of temporal affairs and headquarters' Human Resource Department. The department for which the employee will work is responsible for determining the actual amount of assistance to be offered to an employee, which amount shall not be less than any statutory minimum. The department for which the employee will work is responsible for paying the approved expenses.

3.17 Corrective Action and Termination

Employees are evaluated on their performance and behavior. Managers and supervisors should treat every employee with dignity and respect, even if corrective action is necessary. Corrective action should be handled in an orderly but direct and honest way, thereby allowing the employee the opportunity, if applicable, to improve unsatisfactory performance or behavior. (See D&C 121:41–44.)

Corrective action should follow a progressive path including coaching, verbal warning, written warning, probation, suspension, and termination. The level of corrective action to be applied will depend on many factors, including local law the nature of the offense, past violations by the employee, if any, and length of service. Termination must be in line with reasons set out in the LRA, being misconduct, capacity or operational requirement. The goal is to allow the employee an early opportunity, if appropriate, to modify performance or behavior so as to avoid more serious disciplinary action. The employee should be provided with an opportunity to be heard (accompanied if so desired by a representative) in relation to any proposed disciplinary action.

Coaching and verbal warnings are usually conducted by the employee's immediate supervisor. A third person such as a representative from the human resource department should be present. Supervisors should be direct in their comments without being unkind or degrading. Specific examples of unacceptable performance or behavior should be cited.

Employees who transfer to or from affiliated corporations that participate in the employee benefit programs administered by Deseret Mutual Benefit Administrators (DMBA) may transfer benefits.

Employees are evaluated on their performance and behavior. Managers and supervisors should treat every employee with dignity and respect, even if corrective action is necessary.

As circumstances dictate, management may issue a written warning. Warning letters should be prepared by the supervisor with the assistance of the area human resource manager. Warning letters should list specific details of the unsatisfactory work performance and/or unsatisfactory behavior and should identify the desired performance or behavior.

A warning letter should be delivered to an employee by his or her supervisor and, if possible, the area or department human resource manager. The employee should be given a copy of the letter and should be asked to sign the original, indicating that he or she has received and read the letter. The employee's signature does not indicate agreement with the contents of the warning letter.

The letter should also contain suggestions to the employee on how he or she can make the required changes and how the supervisor will assist the employee. The Employer will also provide such counseling/ mentoring and / or guidance as the employee may require in order achieving the required standard set by the Employer.

Probation and Suspension

In cases judged by Employer to involve serious misconduct, serious performance issues, or failure to improve performance or behavior after prior corrective action, an employee may be placed on formal probation. In cases of serious misconduct, the probation may be accompanied by a defined period of suspension with pay.

Employees should be given written notice of the conditions of the probation, the specified standard of performance or behavior to be attained by the employee, and the length of the probationary period. If suspension is being imposed, the length of suspension must be included in the probationary letter. The employee should be asked to sign the original probation letter, indicating that he or she has read and understands the letter and has received a copy. The employee's signature does not indicate agreement with the contents of the letter.

A probationary period will not extend more than a reasonable period. In certain positions, especially management positions, a longer period may be necessary to establish that a change in performance has occurred. During the probationary period, the supervisor should meet regularly with the employee to discuss progress toward the expected standard of behavior or performance.

At the end of the probationary period, the supervisor and a human resource representative should meet with the employee. If the employee has not satisfied the terms of the probation or has not made satisfactory progress

In cases judged by Employer to involve serious misconduct, serious performance issues, or failure to improve performance or behavior after prior corrective action, an employee may be placed on formal probation.

toward meeting the terms of the probation, the employee should be terminated subject to fair process prescribed by local law. If satisfactory progress has been made but the terms of the probationary period have not been fully met, the probationary period may be extended for further reasonable period. If the terms of the probation have been accomplished, the probation should be ended, with a reminder to the employee that he or she must continue to work or behave at a satisfactory level in order to avoid further corrective action or termination.

Some actions by an employee may require review or investigation to determine the final course of action by the Employer. In such cases, the supervisor may, after consultation with the area human resource manager, suspend an employee for a reasonable period, in order to facilitate such review or investigation. The suspension shall be in accordance with local labour laws.

Termination

Termination may be imposed when an employee engages in conduct inconsistent with the standards of Employer or if an employee who has received prior corrective action fails to make satisfactory progress toward meeting the expected levels of performance or behavior. Summary dismissals are approved by the area human resource manager and the department's line manager, division director, director for temporal affairs, or department managing director.

Some instances of misconduct or certain performance issues are sufficiently serious to require immediate termination.

All summary dismissals must be reviewed in advance with the Area Legal Counsel for the area. In addition, all involuntary terminations because of lack of temple worthiness must be approved in advance by the Office of General Counsel and by the Human Resource Department Director of Legal Services.

If an employee who serves as an Area Seventy, a member of a stake presidency, or a bishop is being summarily dismissed, the Human Resource Department should notify the Office of the Quorum of the Twelve, the Office of the Seventy, or the stake president, as appropriate.

In the event the termination is based on any act that may affect the individual's standing in the Church (for example, defalcation), the area human resource manager or the director for temporal affairs should consult with the Area Legal Counsel for the area regarding providing notice to the appropriate ecclesiastical leader.

Records of Corrective Action

Documentation of corrective action should be placed in an employee's file. From time to time the employee's file should be purged of corrective action

documentation if allowed by local law and if, in the judgment of Employer, such documentation no longer is necessary for administration of the employment relationship.

Behavior Prompting Corrective Action

Disciplinary Procedure – Misconduct

Four methods of disciplinary action may be taken against an employee:

1. Verbal Warning:

Were the misconduct of an employee is of a minor nature, a verbal warning will be issued. A record that such warning has been given will be placed in the employee's personal file, which expires after a period of six month.

2. Written Warning:

If, subsequent to a verbal warning being issued, the performance or behavior of the employee remains unsatisfactory, or if the employee commits a more serious act of misconduct, the nature of the transgression, the corrective action and the disciplinary steps to be taken shall be discussed with the employee, in the presence of the employee's representative or suitable witness. A disciplinary warning will be completed in writing and the signature of the employee secured thereon, as an acknowledgement of receipt of the warning. Should the employee refuse to sign the warning, this will be noted thereon. The written warning will be placed in the employee's personal file and a copy given to the employee. Written warnings expire after a period of six months.

3. Final Written Warning:

If subsequent to a written warning being issued, the performance or behavior of the employee remains unsatisfactory, or if the employee commits another offence within the prescribed period, then the same procedure as set out under written warning shall be followed. Should the employee commit a further offence within the twelve month period following receipt of the final written warning, then the employee shall be subject for a formal hearing.

It is not possible to make a comprehensive list of behavior that may prompt corrective action, including termination, but examples of such behavior like those listed below may be instructive. An employee may receive corrective action, including termination, if he or she:

1. Does not meet required performance standards.
2. Performs employment-related duties carelessly or inefficiently.

3. Is careless or does not attend to employment-related duties, resulting in a waste of materials or loss of or abuse of tools and equipment.
4. Engages in inappropriate or dishonest workplace behavior, which may include but is not limited to the following:
 - a. Intentionally falsifying records, including time reports.
 - b. Being negligent in performing duties, resulting in or creating the possibility of injury to persons or damage to Employer's property.
 - c. Engaging in behavior that is detrimental to the work effort, such as excessive absence, refusal to work, insubordination, persistent tardiness, leaving work without authorization before quitting time, failure to perform assigned tasks, unauthorized extension of lunch and break periods, or similar actions deemed inappropriate by Employer.
 - d. Misrepresenting or withholding pertinent facts in securing or retaining employment.
 - e. Making false or misleading statements concerning one's own conduct or making false or misleading allegations of harassment or misconduct by another.
 - f. Misrepresenting or withholding pertinent facts in responding to an internal investigation.
 - g. Misusing leave benefits.
 - h. Disrupting the work of other employees, including harassment or sexual harassment.
 - i. Violating the conflict of interest policy.
 - j. Making malicious, false, or derogatory statements or engaging in any other conduct that may damage the integrity or reputation of Employer, its employees, or The Church of Jesus Christ of Latter-day Saints.
 - k. Loafing, loitering, or sleeping during work hours.
 - l. Failing to immediately report any on-the-job injury or accident involving Employer's equipment, property, or employees.
 - m. Failing to observe safety and security regulations and instructions.

- n. Bringing a firearm or other weapon to the workplace or onto Employer's property or engaging in threatening or violent behavior.

Some actions are sufficiently serious that immediate dismissal may result. These actions include, but are not limited to the following:

1. Failure to comply with Employer's standards of behavior, including the requirement to be worthy of a temple recommend.
 - a. Any employee who is excommunicated or disfellowshipped from the Church may be terminated immediately from Church employment.
 - b. If an employee is put on probation by an ecclesiastical authority, the area or department human resource manager will review the circumstances of the probation, to determine whether the employee should be terminated or placed on employment probation.
 - c. Offering, soliciting, or accepting a bribe.
 - d. Destruction, abuse, improper use, or unauthorized possession or removal from Church premises of any property which does not belong to the employee.
 - e. Willful negligence which results in injury to personnel or damage to Employer's property.
 - f. Disclosing or failing to secure confidential information.
 - g. Actions which may be considered threats or violence, including acts of physical violence, actual, implied or veiled threats, made seriously or in jest, or conduct that causes concern for an individual's safety which may create a hostile work environment.

Disciplinary Hearing.

For more serious acts of misconduct, a final written warning may be issued even if no written warning is in existence.

Formal disciplinary hearing

If subsequent to a final written warning being issued, the behavior of the employee remains unsatisfactory, or if the employee commits another offence within the prescribed period, or if the act of misconduct is such that it warrants dismissal, a Formal Disciplinary Hearing shall be convened. Employer shall inform the employee in writing of:

- The reason for the hearing
- The date, time and venue of the hearing
- The rights of the employee at the hearing

Employer shall, within three working days, conduct a Formal Hearing in the presence of the employee. Employer shall appoint a chairperson to preside over the hearing; The employee shall be informed of all the facts of the case being brought against him/her, and will be entitled to present his/her case. The employee may be assisted by a fellow employee of their choice and shall be entitled to question any witnesses called by management, and may themselves call any witnesses who can give evidence relevant to the proceedings.

After hearing all the evidence, the chairman shall make a decision, within two working days, as to whether or not the employee is guilty of the charges brought against him/her. He/she will then determine an appropriate sanction, which may include dismissal with a month's notice. In determining the sanction, the chairman will consider both mitigating and aggravating factors. The record of the hearing will be made available to the employee. The chairman shall ensure that the employee is made aware of the right to appeal against the disciplinary actions taken.

Appeal hearing

Any employee disciplined or dismissed in terms of the disciplinary procedure has the right to appeal. The grounds of the appeal must be submitted in writing within two working days of the said disciplinary action. The appeal Hearing shall be conducted along the same lines as the Disciplinary Hearing. The purpose of the Appeal Hearing is to give the employee an opportunity to make representation in support of his/her appeal, and is not a re-hearing of the case. If the Appeal Chairperson considering the Appeal decides that the requirements of the procedure were not followed at the original Hearing, he/she may take steps to correct these irregularities at the Appeal Hearing (if they are able to be corrected), or he/she may invalidate the outcome of the original Hearing, and order it to be reconvened. If the director rectifies the irregularities at the Appeal Hearing, he/she may decide that any subsequent dismissal of the employee shall only take effect from the date of the Appeal Hearing. The director presiding at the Appeal Hearing shall give a final and binding decision within two working days.

Labour Relations Act:

Where a dismissed employee is dissatisfied with his/her dismissal, he/she has the right, in terms of the Labor Relations Act, to refer the matter to the CCMA.

Disciplinary Procedure – Poor work performance / Incapacity:

Where an employee's work performance is unsatisfactory, the employee's supervisor will conduct an investigation to establish the reason for the poor performance. This investigation will include an interview with the employee concerned and will be in the nature of a counseling session. Efforts will be made by both the superior and the subordinate employee to identify any training or guidance needs, which may lead to an improvement in the employee's subordinate.

After a reasonable period of time, should the performance of the employee not improve to an acceptable level a hearing should be held in a similar fashion to a Hearing as set out in the Disciplinary Procedure – Misconduct.

In arriving at the decision to dismiss an employee for poor work performance, the Chairperson at the hearing will consider:

- Did the employee fail to meet a performance standard?
- If he/she did not meet the performance standard, whether or not:
 - the employee was aware of the standard
 - The employee was given a fair opportunity to meet the standard
- Dismissal is the appropriate sanction

A dissatisfied dismissed employee has the right to refer such dismissal to the CCMA.

Operational requirements:

Termination is the event of operational requirements should be handled in terms of the Labour Relations Act.

3.18 Employee Appeal Process

Significant adverse employment actions may be appealed to the highest non-General Authority level of management in the employee's department. Other work-related concerns should be resolved at the lowest possible level in the organization, usually with the employee's immediate supervisor.

Employees should feel comfortable discussing work-related concerns with their immediate and next-level supervisors. Each employee has the opportunity for a prompt, impartial review of work-related concerns through proper management channels. Work-related concerns should be resolved at the lowest possible level in the organization, usually with the employee's immediate supervisor. Employees *should not* seek General Authority involvement.

Significant adverse employment actions may be appealed to the highest non-General Authority level of management in the employee's department.

Review of Significant Adverse Employment Actions

Decisions involving significant adverse employment actions (i.e., involuntary

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termination, suspension, formal work-related probation, or involuntary demotion or transfer to a lower grade) may be appealed. Absent extraordinary circumstances, the employee should initiate a written appeal within fourteen (14) calendar days of being notified of the adverse employment action.

Employees are entitled to a review of the significant adverse employment action.

The appeal should be directed to the highest non-General Authority level of management in the employee's department (usually the managing director, the director of temporal affairs, or equivalent). The employee initiates an appeal by submitting a written statement of the specific reasons he or she believes the decision reached by management is not correct or proper. Relevant documents should be attached to the written statement. After considering the employee's statement, the department head may meet with the employee and/or the employee's supervisors. The department's human resource representative or a member of the Human Resource Department may be present during any discussions with the employee. The department head should give the employee a written decision on the appeal.

Within seven (7) days of receipt of the written decision, the employee may request that the managing director of the Human Resource Department review an unfavorable response to his or her appeal. Unless new facts have come to light, the written appeal statement submitted to the department head will be the basis for the review. The Human Resource managing director may consult with his directors, the employee, and the employee's supervisor, manager, and managing director. The Human Resource managing director should give the employee a written response to the request for review. The Human Resource Department's director of legal services acts as legal adviser at all stages of the appeal and review process. Employees *should not* seek General Authority involvement in appealing adverse employment actions.

Other Work-Related Concerns

Resolving work-related concerns other than significant adverse employment actions begins with the employee's immediate supervisor. The department's human resource representative is available to assist if the supervisor or employee so desires. Employees who believe that their supervisor is part of the concern may go directly to the next-level supervisor. If the concern is not resolved by discussions with the immediate or next-level supervisor, the employee may request a review of the concern by the department's director who has responsibility for the employee. (If the director is the first- or second-level supervisor and has been involved in prior resolution efforts, the employee may request that the managing director review the concern.) The department's human resource representative is available to assist if the employee requests such involvement. The decision of the director or managing director shall be final. Employees *should not* seek General Authority involvement in appealing work-related concerns.

This policy does not replace or supersede the complaint process set forth in the Discrimination and Harassment policy. (See Section 1.3) As set forth in more detail in that policy, employees may direct their complaints of harassment, discrimination, or retaliation to their immediate supervisor, their next-level managers, their human resource representative, or the Human Resource Department

3.19 Letters of Service

Requests for letters of service must be directed to the area human resource manager or to the human resource director or manager of the department where the requesting employee or former employee last worked. The request should identify the position last held by the requestor and his or her last supervisor. In accord with local labour law, the area human resource manager or the department's human resource representative will assist the employee's last supervisor in preparing the letter of Service. The Human Resource Department's director of legal services or the Area Legal Counsel should be consulted with any questions.

Requests for letters of recommendation must be directed to the human resource director or manager of the department where the requesting employee or former employee last worked.

Individual employees responding to a personal acquaintance's request for a letter of service must not use Employer's letterhead or express or imply Employer's endorsement for the service.

3.20 Termination Gift Policy.

On termination of employment the employee is provided with a gift voucher for exchange at the Distribution Shop or a convenient shopping mail. The values awarded are based on years of service, and are reviewed on an annual basis.

Gift vouchers are only given to employees who terminate at their own discretion or retire either early or as per Church policy at the age of 65 years. No gift voucher will be given to an employee who is dismissed for performance or misconduct issues.

3.21 Payment for Courses, Seminars, Licenses, and Certificates

Employer encourages and promotes self-improvement by its employees. Employees may be required to take certain courses or possess appropriate licenses and certificates if necessary for their job. Employer will pay the costs

associated with such courses, licenses, and certificates in the circumstances set forth below.

Courses and Seminars

Employer will reimburse or prepay 100 percent of the authorized costs of a course, seminar, or convention that it requires an employee to attend. Authorized costs include appropriate travel, tuition, books, and related fees. Employees should not be required or authorized to attend an outside course if a course that is substantially similar in content is offered in-house. Employer will not pay for a course or seminar if the employee receives financial aid for the course from any other source, such as government benefits, veterans' benefits, scholarships, and/or grants. If an employee receives partial payment for a course from another source, Employer will pay the difference between what the employee receives from the other source and the cost of the course.

Licenses and Certificates

Employer will reimburse or prepay 100 percent of the cost of obtaining or retaining a license or certificate required for the employee's job.

Educational Reimbursement

To assist employees in self-improvement, Employer has established a policy allowing for reimbursement of fully benefited employees for up to 75 percent, (dependent on available budget) of tuition, books, equipment required for the course and customary and usual fees for educational courses the employee takes. The additional 25 percent is to be paid by the employee, however the employee can request that this amount be paid upfront to the provider on their behalf and recovered via deductions from their salary. The period of repayment should not exceed the duration of course or semester paid by the organisation.

Employees may be reimbursed for the costs associated with up to two courses per quarter or semester, not to exceed eight credit hours.

Exceptions to policy where the employee request more that 75% to be paid will need to be motivated and approved by Management Council. Employees may be reimbursed for the costs associated with up to three courses per semester, not to exceed 6 modules per annum. Approval for educational reimbursement is given by the employee's managing director or director for temporal affairs, as appropriate, in consultation with the department human resource director or area human resource manager. Departments likely will not be able to fund all requests for reimbursement. In addition to budgetary considerations, reimbursement is based upon the following factors:

1. The employee must:
 - a. Be a fully benefited employee who has been employed more than six

months.

- b. Be on the payroll at the beginning and at the end of the course.
2. The course must accomplish at least one of the following:
 - a. Help develop skills that will improve the employee's performance in his or her current position.
 - b. Help the employee qualify for other employment with Employer that realistically may become available.
 - c. Help the employee maintain a license or certification that enhances the employee's work value to Employer.
 - d. Lead to a college undergraduate or master's degree. The organization will assist employees with education to meet the minimum requirements necessary for their current position. Further courses or qualifications should be in line with the organizations objectives.
3. The employee must receive a grade of C or better for graded courses or a pass or completed designation for nongraded courses.
4. Courses must be taken from an accredited institution of higher education, as customary in the country where the institution is located.
5. Approval must be given for the course *before* the first day of class.
6. Employer will not reimburse an employee or pay for a course if the employee receives financial aid for the same course from any other source, such as government benefits, veterans' benefits, scholarships, and grants. (A repayable loan is not considered financial aid from another source.) If the employee receives partial financial aid from another source, Employer will pay up to 75 percent, of the difference, of the cost for tuition, books, and applicable fees, dependent on the departments' available budget.
7. Courses should not be taken during the employee's normal workday. The employee's managing director or director of temporal affairs may approve exceptions if there will be no adverse effect on the employee's work and if the employee arranges to make up time lost from work due to attending the class.
8. Employees enrolled on the Educational Reimbursement Program will be entitled to one day to study and one day to write for each approved module. Those who are studying but not enrolled through the Educational Reimbursement Program will need to obtain leave approval through their

manager and may be required to apply for annual or unpaid leave and this will be reviewed on a case by case basis.

Educational reimbursements for some classes may be taxable by applicable governmental entities. The employee is responsible for paying any such tax. Where the reimbursement for a class is taxable, the amount of the reimbursement will be added to the employee's annual tax report form.

3.22 Protection of Employee Privacy

Personnel Files

To the extent possible and practical, Employer seeks to ensure the privacy of the personnel records of each employee. The Human Resource Department, in consultation with the Church Data Privacy Officer is responsible for establishing and evaluating the human resource record-keeping practices of all departments and all area offices.

Generally, an employee's personnel file should contain all records necessary and/or required by local law to document the employment relationship. Depending on the country of employment, these records should include the employment contract, the application for employment and any Personnel Action Forms (PAF), Employee Action Forms (EAF), Disclosure of Possible Conflict of Interest forms, Assignment of Work Products Agreement forms, performance appraisals, commendation letters and notices, disciplinary notes and letters, and any and all other documentation required by applicable local and/or national law.

Employees have access to their entire personnel file upon reasonable request and at reasonable times. Employees may respond in writing to any information contained in their files. These written responses will be included in the files.

Supervisors have access to all information in their employees' files, except for the medical information. Medical information may be accessed only upon establishment of an appropriate employment-related need.

Supervisors do not have access to the personnel files of employees outside their line of responsibility, except to obtain information on an employee who may be transferred into their line of responsibility. Employees in the Human Resource Department and department or area employees with human resource responsibilities may have access to the personnel files of all employees.

To the extent appropriate, Employer will comply with any government investigation and will comply with both the spirit and letter of applicable laws regarding release of employee information to government investigators.

To the extent possible and practical, Employer seeks to ensure the privacy of the personnel records of each employee.

Employees have access to their entire personnel file upon reasonable request and at reasonable times.

Under government statute or regulations, access to an employee's personnel files will be granted to government agencies upon proper request. Employer will provide access to employee files in response to a proper subpoena.

Employee's Expectation of Privacy

Employer's electronic communication (e-mail, voice mail, intranet, and Internet) and computer systems are intended for business-related purposes. Incidental and occasional use of these systems for personal communications within and without Employer's organizations is permitted. However, such messages will be treated the same as business communications, which are the property of Employer. Employer reserves the right to access and, when appropriate, disclose all messages, data, and files created on, sent by, or received by its electronic communication and computer systems. Employ

Employer reserves the right to access and, when appropriate, disclose all messages, data, and files created on, sent by, or received by its electronic communication and computer systems.

Employees who access inappropriate material via the internet or other Employer owned electronic communications systems are in violation of their employment agreement and may be subject to termination.

As noted in "1.7 Workplace Violence," Employer reserves the right to enter and inspect work areas (including but not limited to offices, desks, storage rooms, and lockers) for any reason, whether or not they are secured by the employee and with or without notice. Employees should have no expectation of privacy in such areas.

3.23 Reductions in Force – Redundancy

As the Church grows, Employer is faced with the increasing emphasis on obtaining efficiencies in the manner in which work is performed within Employer's organizations. These efforts may result in reductions in force or redundancies for certain departments or divisions. All decisions to make an employee redundant must be approved by the Human Resource Department and must be implemented in accord with local law, in particular, the Labour Relations Act, 1995 and the Basic Conditions of Employment Act, 1997 respectively.

Employer will assist employees losing their job as a result of a redundancy. Efforts may include reviewing open positions within Employer's organizations, providing assistance through LDS Employment Services, and contracting for the services of outside placement firms, if appropriate. Generally, Employer will not pay the cost for an employee who is losing employment as a result of a redundancy to move from one area to another, unless otherwise authorized under Employer's relocation policy or required by local law.

Employees losing their job as a result of a redundancy may be eligible for severance pay, as set out in the next section and in accord with local labour law.

3.24 Severance Pay

Employees whose positions are eliminated due to redundancy within the meaning of the Labour Relations Act, 1995 may be eligible to receive severance pay. For example, employees who are dismissed or as a result of realignment or restructuring of their department or employees whose skills no longer meet Employer's needs may be entitled to severance pay, as part of an outplacement plan. An employee who is summarily dismissed, other than as part of a reduction in force, will not receive severance pay.

Full-time, fully benefited employees whose positions are eliminated are eligible to receive severance pay.

The amount of severance pay for which an employee is eligible depends on the reason for termination and pursuant upon local labour law and on the period of continuous employment.

If the employee is reemployed by the Church or is offered the same job or a suitable alternative (for example, a job that is comparable in pay and status to his or her prior position) and unreasonably refuses such an offer the Employee may, subject to the Labour Relations Act, 1995 and the Basic Conditions of Employment Act, 1997, (or any other applicable law) no longer be entitled to received redundancy payments.

3.25 Retirement

The normal retirement age is 65 years, however according to terms of retirement law, an employee may take early retirement from the age of 55 years. Applications for early retirement should be addressed to the area human resource manager.

The Employer is to initiate a request for retirement, the department should notify the Area Human Resource Manager as early as possible, preferably at least four to six months before the desired retirement date.

Employees who have reached the normal age of 65 years shall receive medical continuation of 50% of the medical aid premium. Upon death of the employee the benefit will terminate. Typically an employee will work through until the last day of the month that they turn 65 years.

Departments may hold a reception for a retiring employee according to the following guidelines:

1. An employee retiring with 10 through 19 years of service may be given a reception hosted by and including the employee's division or area office, with selected others within the employee's department also invited. The employee may also be given a letter of appreciation from the department or division head or from the Director for Temporal Affairs.

2. An employee retiring with 20 through 34 years of service may be given a reception hosted by and including the employee's department or area office with selected others in other departments also invited. The employee may also be given a letter of appreciation from the First Presidency. In area offices, a member of the Area Presidency, if available, may be invited to present the letter.
3. An employee retiring with 35 or more years of service may be given a reception hosted by the employee's department or area office, with selected others in other departments also invited. The employee may also be given a letter of appreciation from the First Presidency. At Church headquarters, the letter will be presented by the General Authority adviser of the department. In area offices, a member of the Area Presidency, if available, may be invited to present the letter.
4. Retiring managing directors and other designated employees may be honored in the same manner as those retiring with 35 or more years of service.
5. Employer will pay reception costs through the employee's department or area operating budget.

3.26 Employee Activities

Group activities that support and enhance the overall goals of the Church are encouraged. Such activities should be approved in advance by the director of temporal affairs or department head.

Group activities that support and enhance the overall goals of the Church are encouraged.

1. Departments and/or area offices are encouraged to hold regular (usually weekly) devotionals consisting of a song, prayer, and spiritual thought. Each department head or director of temporal affairs should determine the frequency of devotionals. Employees are invited, but not required to attend.
2. To facilitate social activities, departments or area offices may establish a social group. Assistance in establishing social groups will be provided by the Human Resource Department. Employees may be invited to participate in and voluntarily contribute to the social group. If desired, and if allowed by local laws, social groups can request that the payroll services section withhold monthly voluntary contributions from the pay of employees desiring to participate in the social group. All activities planned by social groups should be consistent with the standards of the Church. Activities should not be frequent, lengthy, or interfere with family or ward activities.
3. The Human Resource Department is responsible for coordinating special

events that affect all employees at the area office and other service centers. Activities involving more than one department should be cleared with the director of temporal affairs.

3.27 Use of Copyrighted Material

Employees must respect the intellectual property of others. Care should be taken to avoid use of copyrighted material in presentations, productions, computer programs, or other work products employees generate.

Computer software must not be copied or loaded onto Employer's computers without compliance with all applicable license agreements and local laws. Employer's facilities are not to be used to download photographs, music, audio, video, or other types of files from Internet sources.

3.28 Compliance with the Laws of the Local Jurisdiction

Employer is committed to conducting its business operations in compliance with the laws of South Africa. To the extent that any policy set out herein is in conflict with applicable local law, the policy will be superseded by the law.

Employer is committed to conducting its business operations in compliance with the laws of the various jurisdictions where its operations are located.

4 APPENDIX

4.1 Travel Policy

Employer's funds come from sacred donations of Church members. Employer will pay appropriate travel costs for employees traveling on Employer's business. Travelers should be conservative and spend travel funds prudently.

Key Employee Group Travel

When making travel plans, employees should consider the impact on Employer if an accident were to occur. Therefore, whenever a group of key personnel, such as managing directors and key department or division personnel performing unique or essential functions, are required to travel to the same destination, it is recommended that they all not travel together in the same aircraft, vehicle, or other means of conveyance.

Advance Approval

Employees should get advance approval from their supervisors before making reservations and other travel commitments. Supervisors should approve travel requests only when the trip is required to conduct the business or meet the training needs of Employer and when the business or training cannot be completed by telephone, written communication, or other less-expensive options. Before approving travel, the supervisor should be sure there are funds available to cover the cost of the trip. Supervisors should not approve a trip until the employee's previous expense reports have been completed and submitted.

Travel Arrangements

Church Travel Services or the area administration office will make air, lodging, and rental car arrangements at negotiated or lowest reasonable rates. With the approval of Church Travel Services, employees working away from Church headquarters or area offices may make their own arrangements within Employer's expenditure guidelines.

Airfare will be booked in coach class using the lowest reasonable rates. Business class bookings may be made when any particular segment has a flight time exceeding five hours, and when the cost can be covered within existing budgets. Business class bookings may not be made for expatriate related travel such as moves, home leaves, emergency leaves, and college student visits. When only one employee is traveling with a General Authority, that employee may travel in the same class of service as the General Authority.

Travel Advances

Employees are not expected to use personal funds for authorized business travel. Adequate travel advances and/or Church credit cards will be available to business travelers. To keep travel advances to a minimum, employees should use Church credit cards whenever possible to pay travel costs.

Travel at Vendor's Expense

Employees must not travel at the expense of any vendor. This does not include training trips specifically covered in the price of purchased or contracted equipment.

Credit Cards

Frequent travelers should get a Church-issued credit card (at no cost to the traveler) for use on business trips. These credit cards are to be used only for business travel expenditures. Charges are billed directly to the employee and will be reimbursed by Employer. Personal use of Church-issued credit cards is not allowed. Cards must be returned to Employer when the employee terminates or as directed by Church Travel Services or the area administration office.

Authorized Travel Expenses

Employer will pay employees for travel costs as follows:

1. *Airfare, hotel, and car rental expenses:* Employer will either pay directly or reimburse employees for actual (reasonable) expenses.
2. *Meal expenses:* Employer will pay for the actual (reasonable) cost of meals. Employer will provide travelers with a guide showing the average meal cost for the cities to which they are traveling.
3. *Incidental expenses:* Employer will pay for the actual (reasonable) costs for authorized incidental items required for business purposes, including:
 - a. Ground transportation, taxi, airport shuttle, and similar expenses, paid at the most economical rate.
 - b. Transportation to and from the airport, paid at the approved mileage-reimbursement rate.
 - c. Parking expenses.
 - d. Toll expenses.
 - e. Business telephone calls.
 - f. Personal telephone calls to the employee's home. Normally, employees should limit

these calls to 5–10 minutes.

- g. Laundry expenses when required on trips lasting over six days. Employer will pay for the actual (reasonable) costs. Dry cleaning costs are excluded.
- h. Tips, if appropriate, at the customary rate.
- i. Passports, visas, and immunizations if required for international business trips.
- j. Luggage and other travel bags may be authorized and paid for by the department but remains the property of the Church and could be rotated within the department.

Personal Automobile Expenses

Employer will pay the employee for personal car use for approved business travel at the approved mileage-reimbursement rate or the equivalent lowest reasonable airfare rate, whichever is less. Employer will not pay for accident damage, mechanical repair, service, or insurance of personally owned vehicles used for Employer business. Employer's mileage-reimbursement rate includes incremental costs for these types of expenses; therefore, the traveler is responsible for all such expenses.

Vehicle Insurance

Employees using personal cars on Employer business are responsible for ensuring the cars are adequately insured. Car owners are responsible for the type of insurance, limits, and payment of the premiums.

Meals for Business Guests

Occasionally, an employee may have to pay for meals of business guests. When this is necessary, department management should approve the reimbursement. In such cases the employee will be paid for the actual (reasonable) meal costs for the business guests. The employee must get a receipt and write on it the names of the guests and the business purpose. Generally, it is not appropriate to buy meals for Church ecclesiastical leaders or other employees.

Expenses That Are Not Reimbursable

Employer will not pay costs for personal items. These include:

1. Newspapers, magazines, or other reading materials.
2. Movies, events, or other personal entertainment.
3. Haircuts or personal grooming items.
4. Clothing.
5. Personal Luggage.
6. Additional travel insurance.
7. Parking tickets or moving violations.

8. Babysitting or caretaking.
9. Membership fees for frequent-traveler bonus programs.
10. Exercise facilities.
11. Credit card late payments or interest expense.
12. Lodging and meal reimbursement when staying in a relative's or friend's home.
13. Other personal costs.

Combined Business and Personal Travel

Employer pays only for the employee's portion of authorized and required trip costs. Employer does not pay for the costs of the spouse or other family members. Employer will not pay lodging, meals, and other costs incurred during the additional time required because the traveler chose transportation other than air. The employee must take annual leave for any additional time away from work.

“Bumped” Tickets

When employees get airline tickets for being “bumped” involuntarily from their scheduled flight, they should use these tickets for other Employer business. However, if this is not feasible, employees may use the tickets for personal benefit.

Personal Property

Travelers are responsible for the safekeeping of personal property (such as clothing, jewelry, money, and cameras). Employer assumes no liability for these items.

Insurance Coverage

While employees are traveling for Employer, a travel agency and/or credit card company may provide them with accidental death and dismemberment insurance (air common carrier) or baggage insurance at no cost. Employees should obtain information concerning the insurance from Church Travel Services or the area administration office.

Procedures

See Financial Reporting and Controls Department financial procedure 441, “Travel Advances, Arrangements, and Expenses—Church Headquarters,” for more information on travel procedures.

Expense Reports

Expense reports are due within one week after the trip ends. Frequent travelers and travelers working away from Church Travel Services or the area administration office may get special permission from Church Travel Services or the area administration office to submit the reports monthly. Church Travel Services or the area administration office will reimburse travelers for authorized travel expenses as soon as possible after receiving the

expense report. Employees should provide receipts for all reimbursable expenses, except those where receipts are not typically provided.

Travel on Private Aircraft

The managing director of a department may authorize employee use of air transportation other than on scheduled airlines or charter flights with companies possessing certification from the Department of Transportation or a comparable governmental agency. Advance written approval should be received. The written approval should be limited to specific flights for specific employees or limited to a specified type or purpose of transportation for an identified group of employees. Such flights must be necessary to successfully conduct official business and not for employee convenience only. Only authorized passengers should accompany the employee.

Prior to the trip, when feasible, the employee should obtain the necessary information about the private aircraft and trip to show that the air travel complies with all provisions of this policy. The information should be submitted to the managing director of the appropriate department for approval.

When travel by private aircraft is the only practical way for the employee to accomplish the assignment and when specific details concerning times, aircraft, and such may not be available until the employee arrives at the place of rendezvous with the private aircraft, the managing director may give advance approval for the flight.

The following requirements should be met by all private aircraft transporting employees:

1. *Flight standards.* All flights must be made within applicable rules and regulations set by the United States Federal Aviation Administration (FAA) and the Department of Transportation (DOT) or a comparable governmental agency in areas outside the United States.
2. *Proper licensing and training.* All pilots and crew members must be properly licensed and trained for their particular assignments.
 - a. There should be two commercially licensed pilots who are Instrument Flight Rules (IFR) rated, in case of unexpected inclement weather.
 - b. An employee should not serve as a pilot or member of the flight crew for any scheduled airline, charter flight, or private flight while on Employer's business.
3. *Proof of certification.* No aircraft will be used unless the operator can present proof that it is certified under current airworthiness standards of the FAA and DOT or standards of a comparable governmental agency for the country in which the aircraft is being operated.
4. *Poor weather conditions.* All private flights during known marginal or poor weather are absolutely prohibited.

Vendor Travel

Employees must not travel in the private aircraft of any vendor.

4.2 Church-Service Missionaries

The Church-service missionary program has been established to help the Church achieve its mission and reduce the need for an increasing number of employees. This is done by matching the needs of the various departments with qualified, worthy individuals who are willing and able to serve between 8 and 32 hours a week while living at home. Increased use of Church-service missionaries is not intended to diminish emphasis on full-time missionary programs or service in local ward or stake callings. Ecclesiastical callings that ordinarily would be made by local leaders, including activation efforts, proselyting, and assignments to strengthen stake, wards, and branches, should not be processed as Church-service missions.

Church-service missionaries are trained and supervised by the management of the department to which they are assigned or by the mission president if the missionary is serving in a mission office.

Requirements for Church-Service Missionaries

1. Individuals called as Church-service missionaries:
 - a. Must be worthy to hold a temple recommend.
 - b. Must be physically capable of performing the duties of the specific call.
 - c. Should be capable of supporting themselves financially, enabling them to dedicate the committed time to their callings.
 - d. Must be of the same minimum age as required for a full-time mission. There are no maximum-age limitations.
 - e. Must live at home while serving.
2. Young adults excused from full-time missionary service may serve up to 40 hours per week as Church-service missionaries.
3. Couples or individuals with dependent children at home should not be called as Church-service missionaries.

Length of Calls

The length of service for Church-service missionaries is determined by the needs of the department and the availability of the missionary. Church-service missionaries may be called to serve from 6 to 24 months. Near the end of the assigned period, the call may be extended in increments if the missionary wants to extend, the department has a continuing need for

the missionary, and the missionary's stake president approves. The total length of service is not to exceed 30 months. A 36-month, nonextendable call is approved for certain positions, such as hosts, hostesses, or docents.)

Church-Service Missionary Coordinators

Each department should assign an individual or couple to coordinate Church-service missionary work for the department. These coordinators report to and work with the appropriate department management. Each decentralized administration office may have one or more persons or couples assigned to coordinate the Church-service missionary program in the local area. Their reporting relationship is to an agent stake president. The Church-Service Missionary Office at Church headquarters provides instruction, training, tracking, and general information to Church-service missionary coordinators.

Financial Considerations

Living expenses, such as housing and food, are paid by the Church-service missionaries. Church-service missionaries provide their own local transportation. If a vehicle is necessary to do the assigned work, one may be made available by the sponsoring department, or the missionary may be reimbursed for use of his or her personal vehicle. Other assigned travel expenses, including airfare, should be covered by the department. Church-service missionaries are responsible for their own medical expenses.

Ecclesiastical Jurisdiction

Membership records for Church-service missionaries should be in the ward where they reside. Missionaries should pay tithes and other offerings in that ward. The bishop of the resident ward is responsible for renewing the Church-service missionary's temple recommend and for any counseling the missionary may seek.

Church-service missionaries are encouraged to serve in ward or stake callings at the discretion of local leaders as long as these calls do not interfere with the Church-service missionary assignment.

Requests for and Recruiting Church-Service Missionaries

The director of Church-service missionaries is responsible for coordinating the process of identifying and recruiting potential Church-service missionaries. At the request of Church departments, the director will prepare regular entries for the Church-Service Missionary Opportunities Web site, which gives information regarding position openings. Ecclesiastical leaders and Church members should be encouraged to regularly review those listings. Local Church-service missionary coordinators will assume these responsibilities for their respective locations and also may enter positions on the Web site. Local leaders are encouraged to post these listings of opportunities on bulletin boards for members to review. Members may contact the department management noted with the Web site listings to identify a potential match. Current Church-service missionaries may be aware of other persons who would like to serve as Church-service missionaries. The names of these persons should be referred to the director of Church-service missionaries or the local Church-service missionary

coordinator as appropriate.

Although departments and Church-service missionary coordinators may not contact local priesthood leaders to recruit missionaries, when a specific person has been recommended, coordinators may contact the person's bishop and stake president to make inquiries.

Recommendation and Interview Process

Bishops or branch presidents are to interview individuals or couples who may be interested in serving as Church-service missionaries. They should review together the list of Church-service positions and determine those that will best utilize the person's talents and skills. The bishop and potential missionary then contact a representative of the department or other entity that posted the position to determine whether it is still available and if the candidate fulfills the requirements. Contact information is posted on the Web site with the position.

The bishop and the individual or couple completes the Recommendation for Part-Time Church-Service Missionary form, indicating one or more departments and/or assignments in which the candidates would like to serve. The bishop signs the form and sends it to the stake president, who reviews the form and interviews the candidate for worthiness. If he approves the call, the stake president signs the recommendation form and sends it to the director of Church-service missionaries at Church headquarters or to the local Church-service missionary coordinator, as appropriate.

Mission Calls

Upon receipt of the Recommendation for Part-Time Church-Service Missionary form, the director of Church-service missionaries or the local Church-service missionary coordinator reviews the recommendation to ensure completeness and finalizes a recommended assignment for the missionary. Details regarding starting date and location are discussed with the department's management, and the stake president is notified so he can extend the calling. The stake president advises the bishop of the calling and asks him to set the missionary apart. After the calling is issued, the missionary contacts the Church department representative to obtain instructions for the mission. Church-service missionaries usually are not trained at a Missionary Training Center.

If the call is not accepted, the stake president should ensure the Church department is notified.

Mission Extensions

The Church-service missionary coordinators in the department or the local managers where the missionary is serving will review in advance with the stake president any request for extension of the missionary's service. If approved, they will notify the director of Church-service missionaries or the local Church-service missionary coordinator, as appropriate.

Mission Releases

At least 30 days before conclusion of a Church-service mission, the director of Church-service missionaries or the local Church-service missionary coordinator will notify the stake president of the mission completion date and provide him with a release certificate for the missionary. He is asked to notify the bishop and suggest the missionary be given opportunities to speak about the mission in appropriate settings. The stake president releases the missionary. At least six months should pass before those who are released receive another Church-service mission call. The stake president may approve exceptions.

4.3 Allocation of Service Opportunities for Senior Couple Missionaries

In some cases Senior Couple Missionaries are called to serve but only one is assigned a service responsibility. In these cases the Human Resource Department will forward possible service opportunities to the Area Presidency's Executive Secretary. The Executive Secretary will interview with the missionary and find which service responsibility is most suitable for the individual. The missionary will then be allocated to the appropriate department.

4.4 Communication with Local Area Presidency

All items requiring Area Presidency approval or consideration are to be forwarded to the DTA before they are presented to the Area Presidency. This could include items such as Letter to Bishops, proposals or recommendations.